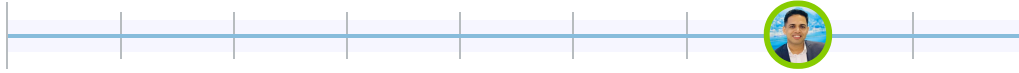


Personal Cultural Profile

Hierarchy

Hierarchical



Egalitarian

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Dimension Description

THE HIERARCHY DIMENSION

The way people view authority and power, how readily they defer to authority, if they feel comfortable expressing themselves, and to what extent they make independent decisions or take initiative.

The defining characteristics of Hierarchy are:

- How power is allocated or earned
- How organizations are structured and operated
- The amount of responsibility and control employees have
- The expectations people have of social mobility

Some behaviors that relate to Hierarchy:

POWER, STATUS & AUTHORITY

- How roles and responsibilities are allocated.
- How much respect subordinates defer to managers and senior-level employees
- The correlation between power and privilege

LEADERSHIP/MANAGEMENT STYLE

- The amount of control, autonomy and/or supervision that staff expect.
- To what extent subordinates are empowered to take initiative and make decisions.

STRUCTURE

- How the organization is structured.
- How staff are recruited, selected, and promoted.

FORMALITY

- How formal are professional interactions and team meetings?
- How ceremonious is verbal or written communication?

About You

YOU ARE EGALITARIAN

POWER, STATUS & AUTHORITY

You believe that roles and responsibilities should be based on experience, expertise and merit. You think that leadership can be shared based on functional expertise, and should not be determined by rank or title. Rather, you believe power is rooted in knowledge and information.

You believe that external indicators of your status are mostly unnecessary, and they can even be pretentious. You don't expect people to demand special privileges based on their position within a hierarchy.

LEADERSHIP/MANAGEMENT STYLE

You are inclusive and seek to empower others. You are most comfortable when you have autonomy and are encouraged to take initiative. You do not like to be micro-managed.

You view managers similarly to coaches, who provides motivation and guidance for subordinates to achieve their goals. Within certain limits, you expect to use your best judgment and take initiative to manage your responsibilities. You believe that employees should contribute to discussions, and that their suggestions or recommendations can be as valuable as that of the manager.

STRUCTURE

You prefer to work in an organization where you can approach people at different levels and/or across departments or business units. You think that flat or matrix organizational structures are most successful.

You expect employees to be selected based on their experience and expertise rather than rank, title or status.

Gap Analysis

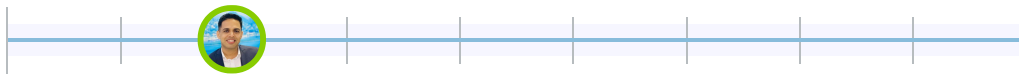
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Strategies

Hierarchy Discussion Content Unavailable

Group

Group-oriented



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Individualistic

Dimension Description

THE GROUP DIMENSION

The extent to which people view accomplishments and responsibilities as a product of either individual or collective efforts. Please note that the word “group” is used throughout to describe various groupings of people, e.g. teams, departments, business units, entire organizations or even entire cultures or societies.

The defining characteristics of the Group Dimension are:

- The source of an individual's sense of identity and loyalty
- The value that a society or person places on individual contributions versus the collective output (and cooperation) of a team
- How a culture or organization accomplishes and rewards their business goals
- The role of an individual within their family, and the responsibilities they are expected to manage in support of other family members
- How comfortable people feel with praise towards individuals and self-promotion

Consider these characteristics and behaviors to help you identify a person's orientation to the Group dimension.

GROUP VERSUS INDIVIDUAL IDENTITY

- Are individuals recognized more for individual or group accomplishments?
- What is an individual's perspective on loyalty and relationships?
- How do people develop a sense of purpose?

KEY MOTIVATORS

- Is a team member more motivated to act based on the impact to their team's welfare or based on the impact to a specific individual's welfare?
- How comfortable are individuals with being asked questions directly during meetings?
- How comfortable are individuals with direct, individual praise from other colleagues or managers in front of others?
- Do people feel free to express themselves openly

DECISION MAKING

- To what extent do people feel comfortable making decisions individually?
- How often do people chose to reach consensus with others before deciding?
- How often is a person’s or people’s “face” or reputation considered when making decisions?

About You

YOU ARE GROUP-ORIENTED

GROUP VERSUS INDIVIDUAL IDENTITY

You have a strong group orientation. You are generally confident in your own skills and abilities. Your sense of identity is primarily defined by your team’s or your group’s values and achievements. You tend to be most comfortable when you and your community have a collective goal or sense of purpose, and you typically enjoy collaborating and depending on others to get work done. Overall, you are committed to the group, and you generally anticipate that this loyalty will be reciprocated.

KEY MOTIVATORS

Group harmony is very important to you, so you may often feel that taking initiative or acting independently is not always in the best interest of the group. You generally do not like self-promotion and may not be comfortable receiving individual praise, particularly in front of the group. This is because you tend to gain satisfaction from group success, and you may believe that your individual advancement will be a result of successful interdependence and other group efforts. You may also be motivated by a value for preserving, maintaining and giving face to people with whom you have working relationships.

DECISION MAKING

You generally believe that everyone’s needs should be thoroughly considered when making decisions that affect a group or team of people. You tend to value consensus and want everyone to feel comfortable with a decision, so you likely expect others to exchange information and discuss ideas freely. This means that making decisions may be a slow process because many people need to be consulted. However, because group harmony tends to be very important to you, you generally feel that reaching consensus is worth the added time and effort.

Gap Analysis

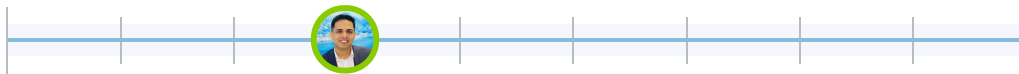
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Strategies

Group Discussion Content Unavailable

Relationships

Interpersonal



Transactional

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Dimension Description

THE RELATIONSHIPS DIMENSION

The level of importance and amount of time devoted to building relationships and developing trust.

The defining characteristics of the Relationships Dimension are:

- The expectations people have about their role or obligations in relationship to other people.
- The ways of building trust in social or business relationships, including levels of formality, the pace and the process
- Whether trust is initially built through the completion of tasks and demonstrating one’s own professional competence versus forming positive relationships and demonstrating one’s own Interpersonal competence
- Whether rules are interpreted consistently and equally or if there are special conditions for friends and family
- Whether it is considered appropriate to mix professional and personal affairs

These characteristics and attitudes can help you determine someone's Relationship preferences:

WAYS OF BUILDING TRUST & RELATIONSHIPS

People who are more Interpersonal generally need to build trust and develop a sufficiently personal relationship before feeling comfortable working with others. More Transactional individuals tend to feel comfortable conducting business without establishing a relationship first. An essential question when determining a person's relationship orientation is whether people build and extend trust based on a person's character and integrity or based on their experience and workplace competence.

TRANSACTIONAL VS. INTERPERSONAL ORIENTATIONS

Transactional and Interpersonal styles impact people and their preferred modes of communication, meeting behaviors, orientation to time, decision-making styles and beyond.

About You

YOU ARE INTERPERSONAL

WAYS OF BUILDING TRUST & RELATIONSHIPS

Interpersonal relationships are generally very important to you. In business, you typically prefer to surround yourself with people you like and know well on both professional and personal levels. You may expect to invest a lot of time and effort in developing relationships and would likely enjoy learning how to do so more effectively. You tend to believe that investing in personal conversations can help to build trust and facilitate a pleasant, productive work experience.

TRANSACTIONAL VS. INTERPERSONAL ORIENTATIONS

You are generally more Interpersonal than Transactional in your approach to business, so you tend to also believe you that you are most successful when working with colleagues you know and trust. You may frequently attend social gatherings related to work, or spend your free time with colleagues. You don't necessarily believe it is important to keep your professional and personal lives separate. You generally believe that relaxed, informal social gatherings allow people to exchange valuable ideas and information related to your work, just as much as you believe these gatherings build social bonds that extend beyond the workplace.

Although it may take time for you to develop strong, Interpersonal relationships at work, you generally expect such relationships to be lasting. You tend to be sensitive to others, so you may adapt your communication style to others as a way of building trust. You typically believe that meetings are most productive when harmony is maintained, and you believe this to be an important factor in accomplishing goals. In general, you are highly considerate of the relationships between you and others when making decisions.

Gap Analysis

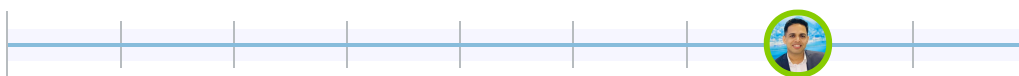
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Strategies

Relationships Discussion Content Unavailable

Communication

Indirect



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Direct

Dimension Description

THE COMMUNICATION DIMENSION

The Communication dimension outlines key characteristics of different Communication styles, including the use of body language, the amount of context people generally prefer, and how directly or indirectly people tend to convey a message.

Low context people generally prefer, and how directly or indirectly people tend to convey a message.

The defining characteristics of Communication are:

- To what extent the language of a person or culture is Direct or Indirect
- The importance of verbal and/or non-verbal communication
- The amount of information people prefer to share or receive
- The importance of brevity in communication
- Whether people use language to help “save face” or maintain harmony

The way people share information is generally rooted in cultural norms. This influences whether people communicate using high or low degrees of context, Direct or Indirect language, and to what extent they rely on body language to express themselves.

Indirect Communication cultures tend to value the presentation of the message and the elegance of the speaker’s language. On the other end of the spectrum, Direct Communication cultures tend to value brief and concise messages.

People from different cultures tend to prefer either high or low amounts of context when they convey or receive information.

- In **low-context cultures**, individuals generally expect only as much information as they need to accomplish a specific task.
- In **high-context cultures**, individuals typically prefer to understand the entire project, relevant history and precedents, their role within it, as well as the roles of their colleagues and leadership.

Non-verbal communication or body language (such as eye contact, inflection, gestures and facial expressions), is often as important as the words people use, so it is helpful to know what is customary in different cultures.

About You

YOU ARE DIRECT

DIRECT VS. INDIRECT

You have a very Direct Communication style, so you tend to be more frank, concise and spontaneous in both written and personal interactions. In general, you expect that people will not take offense to Direct language, and you may tend to interpret raised voices as intensity rather than anger.

You may share strong opinions, use expressive language, challenge an argument or interrupt another speaker when you are passionately engaged in a conversation. This is likely rooted in the belief that it is your responsibility to share important ideas and contributions to the discussion. You don’t generally intend to be curt or abrupt (maybe you are quite reserved), but your statements tend to be briefer and more concise.

Your Direct style means that you may frequently use idiomatic language, colloquial analogies and technical jargon that are not as easily understood by someone from another culture. Additionally, you may tend to use humor as a tool for building relationships or diffusing tension.

NON-VERBAL COMMUNICATION

You generally rely on words rather than body language to convey your message, so you may not pay much attention non-verbal cues such as body language, inflection or the use of silence. Additionally, you may be uncomfortable when people touch you or stand too close.

CONTENT OR CONTEXT

You generally believe that the basic content of your message is most important, rather than how you deliver it or the larger context in which the information exists. You likely rely on sending and receiving explicit, clear, verbal messages to convey meaning. Low context communicators will typically only share what is relevant to a specific topic or task, keeping additional context to a minimum, but will be happy to clarify any questions. You also tend to distinguish between public versus private information, and you may only share some ideas when you feel it is appropriate for the situation. Likewise, you typically expect others to keep you informed as needed.

AVOIDING CONFLICT & SAVING FACE

While you do not seek conflict, you do not tend to avoid it in order to preserve harmony. You generally believe that progress and mutual understanding is often achieved by sharing conflicting ideas. Additionally, you tend to feel that a problem may go unresolved or get worse if people do not express themselves. If or when conflict arises, you likely prefer to discuss it openly before the situation escalates.

PREFERRED COMMUNICATION MEDIUM

In general, you feel comfortable with most forms of Communication. This is to your advantage, but it is important to remember that different cultures may have varying degrees of comfort with virtual communication. The efficacy of cross-cultural teleconferences are often affected by participants and their proficiency in the language of the meeting, use of non-verbal messages, as well as levels of comfort interrupting a conversation and expressing personal opinions. Direct communicators tend to be comfortable communicating via phone, email or instant message given that each medium relies heavily on words. Indirect communicators tend to prefer face-to-face communication where one can observe the non-verbal language people use.

Gap Analysis

Unavailable

Strategies

Communication Discussion Content Unavailable

Time

Fluid



Controlled

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Dimension Description

THE TIME DIMENSION

The Time Dimension describes to what extent a person or culture believes that individuals can control time, as well as how a person or culture may organize their time and prioritize relationships versus schedules.

The defining characteristics of the Time Dimension are:

- The amount of control people feel they have over time
- The importance of relationships versus schedules
- Attitudes toward time management and punctuality
- Preferences for short-term versus long-term plans
- Whether people feel it is appropriate to set exact start and end times for social events or business meetings

CONTROL OVER TIME

Some people or cultures believe that time is a commodity one can control, manage, save, or waste. This means that people with a Controlled Time perspective generally feel that efficiency and punctuality are strongly linked and very important. By contrast, individuals with a more Fluid Time perspective generally believe that time and schedules can vary in order to accommodate different people or circumstances. A person or culture's attitude towards time also affects how they tend to prioritize relationships and deadlines.

EFFECTIVE PLANNING AND TIME MANAGEMENT

Consider that different people and cultures may feel more or less comfortable with strict agendas, meeting schedules, or deadlines. Additionally, some people or cultures may feel that short-term goals are the most efficient way to operate, while others prefer to establish more general, long-term plans.

About You

YOU ARE CONTROLLED

CONTROL OVER TIME

You generally believe that time can and should be managed well and precisely, so you probably dislike when people are late or seem inefficient due to poor time management. You likely think that time management is a skill anyone can develop, and you may believe that it's especially important to manage time well when you work in a team.

You tend to feel a sense of urgency, or even anxiety, about meeting deadlines, so you are likely prone to save time by specifically prioritizing tasks. You may feel that failure to complete a project on schedule is a sign of disorganization or lack of commitment. This means that it doesn't often bother you if work interferes with your personal time. Additionally, you probably try to improve the speed and efficiency of your work by strengthening communication with colleagues or trying new technology.

EFFECTIVE PLANNING AND TIME MANAGEMENT

You likely feel prideful about your ability to organize your time as a means of ensuring maximum efficiency. You also generally expect others to try to communicate efficiently, respond quickly to voicemail or email requests, and only schedule meetings when necessary.

During a meeting, you typically expect to start and end on time and to follow an agenda. You likely expect everyone to participate, but because of the value you place on focus, you will probably interrupt if it appears that the discussion is off topic and will interfere with the schedule.

You generally expect to have checkpoints at different stages of a project, and you are typically comfortable sending or receiving reminders to ensure that tasks are completed according to schedule. You may tend to focus on the future and how results could be affected by your goals or time management. This means that you might also believe it is important to focus more on completing short-term and medium-term goals.

Gap Analysis

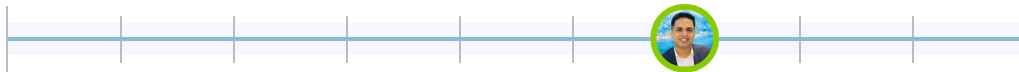
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Strategies

Time Discussion Content Unavailable

Change

Change Averse



Change Tolerant

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Dimension Description

THE CHANGE DIMENSION

The Change Dimension defines people's attitudes towards change and innovation, how receptive they are to new ideas and different ways of doing things, the perception of how much control they think they have over their work and their lives, and their comfort with risk-taking.

The defining characteristics of Change include:

- Levels of tolerance and aversion to change and innovation
- Levels of comfort with taking risks
- The perception of control over one's work and life
- How organizations encourage and reward initiative
- Views on failure, making mistakes and options for recovery

You can observe attitudes towards Change through these behaviors:

CHANGE & INNOVATION

What defines a person's attitude towards change and innovation?

In Change Averse cultures, people tend to maintain the status quo. Change can even be seen as somewhat threatening, leading to potential failure, with few options to recover or regain one's reputation or face. Change Averse individuals may believe that certain workplace situations are beyond their control and that risk-taking should be kept to a minimum. Innovation is possible, but it needs to be approached with careful planning and cause as little disruption as possible. Even when innovation is attempted, it comes in smaller, incremental ways.

In Change Tolerant cultures, change is often expected to be a part of the natural order. It is often viewed positively and as a path to innovation. Individuals in Change Tolerant cultures often believe that they have a great deal of control over their lives as well as workplace outcomes and tend to be receptive to new ideas and alternative ways of doing things. Making mistakes and failure are also seen as inevitable to the process of growth and innovation.

SHOWING INITIATIVE & TAKING RISKS

You can also see this dimension in the way organizations incentivize their employees. Either they reward initiative and risk-taking or they reward compliance through specific company policies or team standards designed to mitigate risk.

About You

YOU ARE CHANGE TOLERANT

You believe you have control over many aspects of your personal and professional life. Consequently, you are quite tolerant and open to change and innovation, and feel comfortable taking risks. You prefer to work in an environment where people make decisions quickly and are encouraged, and rewarded, for taking risks. You believe that making mistakes is part of learning and personal development.

You prefer flexibility and autonomy and dislike strict reliance on rules. You believe that in some cases, bending the rules is necessary to achieve positive change and to grow. When making decisions, you value your own instincts and goals as well as what other experts say.

When you manage others, you believe that giving people autonomy builds trust and can result in productive and innovative work. You may act more like a coach than a project manager when supporting a team. You believe that career advancement is contingent on personal performance, proactively seeking opportunities and self-promotion.

Gap Analysis

Unavailable

Strategies

Change Discussion Content Unavailable

Formality

Formal



Informal

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Dimension Description

THE FORMALITY DIMENSION

The defining characteristics of the Formality Dimension are:

- The extent to which physical appearance and demeanor indicate a person's social or professional status
- The importance of following specific protocol, etiquette or custom
- The number of situations or locations where protocol is important to follow
- When people use first names as opposed to titles, surnames and honorifics
- Expectations around how to appropriately meet new people and introduce people to others

In more Formal cultures, the size and location of a professional's office, the style of a person's outfit and accessories, the use of titles, and style of speech can all be extremely important. These symbols are often viewed as an indication of one's rank within a group or community, and they will likely influence both written and oral communication, as well as the interpersonal dynamic between people. Formal cultures are often Hierarchical in their views on authority.

In more Informal cultures, visible signs of rank or authority are not always obvious. This can make it very difficult for a visitor from a more Formal culture to understand how relationships work. For example, it may be common to wear casual clothes to work or for a CEO to sit in an open space near other employees. However, Informal cultures still acknowledge status, albeit through subtle gestures that downplay the notion. Business titles generally imply all the same levels of authority as they do in more Formal cultures, but Informal culture are likely to be more egalitarian in their views.

About You

YOU ARE MODERATELY FORMAL COMPARED TO SOME, BUT MODERATELY INFORMAL COMPARED TO OTHERS

You have a moderately Informal style, and you generally believe that the importance of deference and respect for status or authority depends on the situation. You also recognize that some of your colleagues may be more or less Formal than you, so you tend to adjust your work style according to the situation.

Gap Analysis

Unavailable

Strategies

Formality Discussion Content Unavailable

Motivation



Dimension Description

THE MOTIVATION DIMENSION

The Motivation Dimension explores what motivates people: are people driven by attaining Status & Achievement through hard work, or are Work-Life Balance and non-professional, personal endeavors their primary motivators?

The defining characteristics of the Motivation Dimension are:

- The emphasis a person or culture places on professional vs. personal life
- A person or culture's tolerance for blending professional and personal life
- The extent to which individuals rely on government support or social welfare programs
- How a society defines status and success

In Status Motivation cultures, professional achievement generally plays a major role in defining an individual's sense of identity, confidence, and status. People are often rewarded for their diligence and accomplishments, and this recognition is typically an important source of confidence or personal satisfaction. Status Motivation cultures tend to focus a lot on goals and objectives that are clearly defined. This means that individuals are often promoted, recruited, or rewarded based on their performance and their ability to achieve these goals.

In Balance Motivation cultures, people tend to place great value on relationships and personal or family-related endeavors. People in these societies often feel that work is simply one aspect of life rather than a central component. This means that private matters may often take priority over professional goals, and employees are often less motivated by bonuses or promotions, that come with added responsibility, than people from Status Motivation cultures.

Because work generally plays a very important role in their life, people in Status Motivation cultures tend to speak openly and frequently about their profession and related accomplishments. In contrast, people from Balance Motivation cultures tend to speak more openly about personal, non-professional subjects because it is such an important source of motivation, and an important part of life. Such individuals may feel that it is important to develop an interpersonal relationship in order to build trust and earn respect in the workplace.

About You

STATUS & ACHIEVEMENT MOTIVATE YOU

Professional ranking and achievement typically play an important role in your sense of identity and is often a source of Motivation. Hard work that leads to confidence and success form an important part of your well-being, even if it requires sacrifice in your personal life.

You generally believe that people gain status and recognition through individual accomplishments. You also tend to focus your work and energy on measurable goals, and you may assess the achievements and values of others based on this preference. This means that in a professional environment, you generally expect to be rewarded or recognized for successfully accomplishing certain tasks, large and small.

You are typically prepared to sacrifice personal and / or family time in order to work, which leads to the recognition and status you derive from professional success. This means that you may feel comfortable mixing personal and professional activities, such as responding to emails during weekends or holidays.

Gap Analysis

Unavailable

Strategies

Motivation Discussion Content Unavailable